Board of Management

Date of Meeting	**19 June 2024**
Paper No.	**BoM5-F**
Agenda Item	**3.6**
Subject of Paper	**Strategic Risk Review**
FOISA Status	**Disclosable**
Primary Contact	**Drew McGowan** **Associate Director of Governance and Risk**
Date of production	**12 June 2024**
Action	**For Approval**

1.   Recommendations

1.1.   To approve the Strategic Risk Register following the latest quarterly review by risk owners and consideration of the Board's committees.

1.2.   To note the Risk Management Action Plans.

2.   Purpose

2.1.   To provide the Board with an update on the most recent quarterly review of the College's strategic risks and seek final approval for this edition of the Strategic Risk Register.

3.   Consultation

3.1.   All strategic risk owners were consulted during the latest quarterly review before risks were reported to their respective committees.

4.   Key Insights

4.1.   Risk management is a key component of the College's internal control and governance arrangements and, as such, is an important responsibility of the Board of Management, the Executive Leadership Team (ELT) and the Senior Management Team (SMT). Final approval of the Strategic Risk register is reserved to the Board and the Audit & Assurance Committee has oversight over the College's risk management approach.

4.2.   ELT and SMT members are invited to review the risks they own on a quarterly basis. This is to ensure that the College, our Board and its committees, remain aware of any changes in the risk environment and that our risk management plans remain up-to-date and effective. Committees review the risks that are within their remit and recommend any changes to the Board for final approval.

4.3.   The Strategic Risk Register and the Management Action Plans (MAPs) are enclosed for the Board's consideration and final approval. Following discussion at the Board's committees, the following changes are proposed in this quarterly review:

No.	Risk Title	Previous Score	Proposed Score
SR9	Failure to manage performance and achieve improved performance	🟡 10 (5 x 2)	🔴 15 (5 x 3)
SR27	Failure to prepare for the impact and harness the capabilities of AI	New Risk	🟡 9 (3 x 3)

5.   Impact and Implications

5.1.   The effective management, control and mitigation of risks are essential to the College's institutional and financial sustainability, compliance, reputation and future growth.

Appendices:

Appendix 1: Strategic Risk Register

Appendix 2: Risk Management Action Plans

Strategic Risk Register

	The Risk		Assessment			Changes		Board
ID	Risk Title	Owner	Impact	Prob.	Net Score	Trend	Updated	Committee
SR1	Failure to support successful student outcomes and progression	VPSE	5	4	20	↔	May '24	Learning
SR2	Failure to establish an optimal pedagogical model	VPSE	5	1	5	↔	May '24	Learning
SR4	Failure of the College's duty of care to students	VPSE	5	2	10	↔	May '24	Learning
SR5	Failure to realise planned benefits of Regionalisation	Pr DPr	3	3	9	↔	April '24	Conveners'
SR6	Negative impact upon the College's reputation	VPCDI	3	3	9	↔	Oct '23	Development
SR7	Failure to achieve improved business development with stakeholders	VPCDI	3	3	9	↔	Jan '24	Development
SR8	Failure to manage strategic risks associated with CGI Ltd	VPCDI	5	2	10	↔	Oct '23	Development
SR9	Failure to manage performance and achieve improved performance	DE	5	3	15	↗	April '24	Audit
SR10	Failure to attract, engage, and retain suitable staff	VPPCS	4	4	16	↔	May '24	People
SR11	Failure to achieve taught degree awarding powers	DPr	4	4	16	↔	Aug '23	Learning
SR12	Negative impact of statutory compliance failure	DPr ADGR	5	2	10	↔	Jan '24	Audit
SR13	Failure of compliance with Environmental Social and Governance (ESG) duties	DPr ADGR	5	1	5	↔	Aug '23	Audit
SR14	Failure of compliance with the General Data Protection Regulations (GDPR)	DPr	4	2	8	↔	Jan '24	Audit
SR15	Failure of corporate governance	Pr ADGR	5	1	5	↔	Jan '24	Audit
SR16	Failure of business continuity	ADGR	4	3	12	↔	April '24	Audit
SR17	Negative impact of industrial action	VPPCS	5	4	20	↔	May '24	People
SR18	Failure of IT system security	DIT	5	2	10	↔	May '24	People
SR19	Failure to achieve operating surplus	CFO	5	5	25	↔	Apr '24	Finance
SR20	Failure to maximise income via diversification	CFO VPCDI	5	4	20	↔	Oct '23	Development
SR21	Failure to obtain funds from the Foundation for the College's priorities	CFO	4	3	12	↔	May '24	Finance
SR23	Failure to secure a sustainable model/level of funding	CFO	4	4	16	↔	Apr '24	Finance
SR24	Failure to secure sufficient capital investment	CFO	4	4	16	↔	Apr '24	Finance
SR26	Failure to prepare and respond to emerging public health incidents and crises	DPr	5	2	10	↔	Jan '24	Conveners'
SR27	Failure to prepare for the impact and harness the capabilities of AI	VPSE	3	3	9	↗	May '24	Learning

Impact and Probability Criteria

Score	Impact	Probability
1	**Insignificant:** the risk has minimal to no effect on the College's operations, objectives, reputation, stakeholders or financial sustainability.	**Highly Unlikely:** the likelihood of the risk occurring is minimal. It would be estimated that the risk has a 1-5% chance of happening.
2	**Minor:** the risk may cause slight disruption or impact on the College's operations, objectives, reputation, stakeholders or financial sustainability.	**Unlikely:** the likelihood of the risk occurring is unlikely but still possible. It would be estimated that the risk has a 6-25% chance of happening.
3	**Moderate:** the risk has a noticeable impact or disruption, affecting the College's operations, objectives, reputation, stakeholders or financial sustainability.	**Possible:** the likelihood of the risk occurring is reasonable. It would be estimated that the risk has a 26-50% chance of happening.
4	**Major:** the risk has a substantial impact on the College's operations, objectives, reputation, stakeholders or financial sustainability.	**Likely:** the likelihood of the risk occurring is probable. It would be estimated that the risk has a 51-75% chance of happening.
5	**Critical:** the risk is a severe threat to the College's operations, objectives, reputation, stakeholders or financial sustainability.	**Almost Certain:** the likelihood of the risk occurring is highly likely. It would be estimated that the risk has more than a 75% chance of happening.

Key

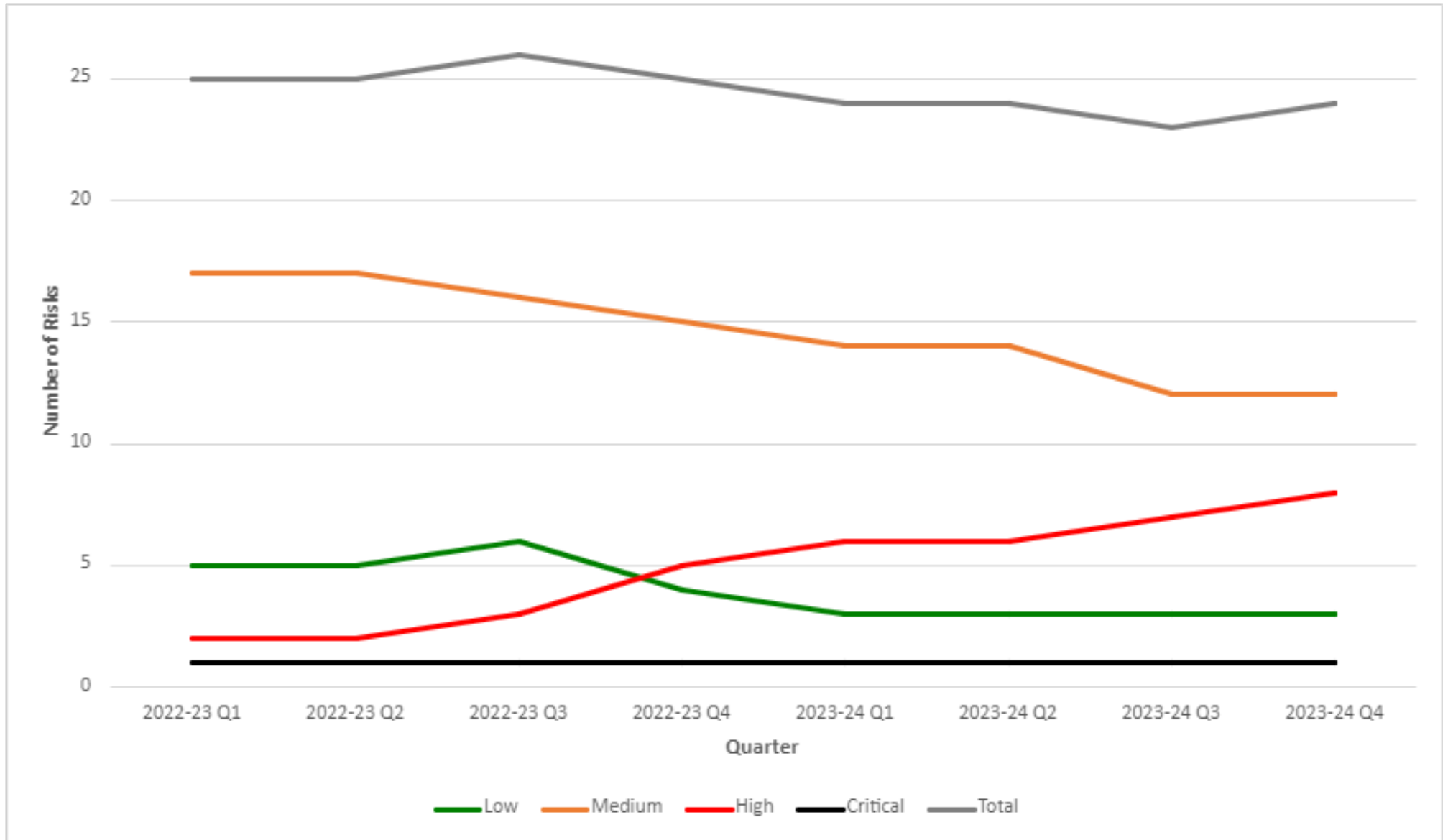|	
Pr	Principal & CEO
DPr	Depute Principal & COO
CFO	Chief Financial Officer
VPSE	Vice Principal Student Experience
VPCDI	Vice Principal Corporate Development
VPPCS	Vice Principal People & Corporate Services
ADGR	Associate Director of Governance & Risk
DE	Director of Excellence
DCS	Director of Corporate Support
DSE	Director of Student Experience
DIT	Director of IT

↗ New risk or existing risk score has increased since the previous review.

↘ Risk score has decreased since the previous review.

↔ Risk score has not changed since the previous review.

Risk Matrix

Low (1-5) Acceptable level of risk subject to periodic review

Medium (6-12) Moderate level of risk subject to regular monitoring and mitigating actions and plans being in place

High (15-20) Unacceptable level of risk requiring immediate actions and plans to prevent or mitigate

Critical (25) Critical level of risk requiring urgent attention and actions to prevent or mitigate

Score Trend Chart

Risk Management Action Plans

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Net Score				Gross Score			Changes		
			The Risk			Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR1	Failure to support successful student outcomes and progression	VPSE	There is a risk that the College may fail to support successful student outcomes due to curriculum issues, ineffective industry connections and inadequate articulation arrangements. This could lead to students leaving without completing their courses, resulting in financial and reputational damage, as well as affecting student recruitment.

To address this risk, the College employs performance reviews, self-evaluation, and quality cycles to monitor and improve outcomes. Curriculum planning prioritises performance indicators, and a Student Academic Experience Strategy is implemented for a positive learning environment. The College maintains ongoing collaboration with HEIs to foster articulation links for smooth student transitions. | May '24: EIS-FELA has notified the sector of escalating strike action nationally. The College has committed to a policy of no detriment to students' internal progression for those impacted by industrial action. We continue to work with universities to allow extended flexibilities to chosen courses at HEIs. We have put in place extraordinary arrangements for assessment, resulting and progression.

Jan '24: Local industrial action by EIS-FELA ended in December 2024 after an agreement was reached and it was endorsed in a ballot of their members. However, as detailed in SR17, EIS-FELA now have a national mandate for industrial action. Colleges have been notified that EIS-FELA intend to undertake a national programme of continuous action short of strike action (ASOS), involving working to rule and a resulting boycott, from 12 | Hungry | 5 | 4 | 20 | 5 | 5 | 5 | 25 | ↔ | May '24 | Sept '23: SR1 and SR3 merged. Score increased from 5 to 20.

Aug '23: Edited for transfer to new MAP. Proposed that SR1 and SR3 be merged.

Aug '22: Score decreased from 10 to 5.

Sept' 21: Score decreased from 15 to 10. |
| SR2 | Failure to establish an optimal pedagogical model | VPSE | There is a risk that the learning and teaching approaches at the College may not adequately cater to the needs of learners and stakeholders, including employers. The absence of a robust evidence base for "sector-leading" practices may hinder the effectiveness of the pedagogical model. To address this risk, the College implements several measures built around the Student Academic Experience Strategy which incorporates our City Learning approach which is Active, Blended and Connected. Students are co-creators of their own learning, challenged with real-life problems fostering a dynamic and industry-relevant learning environment. Faculty Operational Planning also plays a vital role in overseeing the execution of these strategies to optimise the pedagogical model. | May '24: The Learning & Teaching Academy continues to offer training and development for all lecturing staff. This has culminated in the annual Learning & Teaching Conference, which is supported and delivered by our own staff, where innovative learning and teaching practice is shared with colleagues across the tertiary sector.

Aug '23: Much of the SAES key objectives are now active focusing on the improvement and enhancement of Learning and Teaching and the Student Experience. A key aspect for sector leading is the full scale delivery and implementation of Canvas. Key outcomes from the Student Engagement Survey, SFC KPIs, Education Scotland PV reports and from the Student Parliament surveys have indicated a number of key themes for development as part of enhancement activity eg assessment, FE retention , | Hungry | 5 | 1 | 5 | 5 | 5 | 4 | 20 | ↔ | May '24 | Aug '23: Edited for transfer to new MAP. |

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR4	Failure of the College's duty of care to students	VPSE	There is a risk that the College may fail in its statutory duty of care to students in the following areas: Safeguaring (Lead: DSE); Corporate Parenting (Lead: DSE); PVG Scheme/Disclosure (Lead: VPPCS); and Prevent (Lead: ADGR). To mitigate this risk, the College has the policies, procedures and designated leads in place for each duty. Regular training, facilitated through Organisational Development, is available for staff to raise awareness and understanding across the College. To fulfil its duties, the College collaborates with a range of external partners, e.g. other colleges, Corporate Parents, forums at a sector/national level and Police Scotland. By working together, they can share best practices and support each other in fulfilling their duty of care effectively.	May '24: The College has been working closely with Police Scotland and Glasgow City Council on a Prevent referral during 2022-23 and 2023-24. Recently, due to positive progress, this case was successfully closed and is now subject to periodic reviews. Sept '23: DSE provided a report on Corproate Caring Duties to the Learning, Teaching & Student Experience Committee. Jan '22: Organisational Development is undertaking a review of mandatory and non-mandatory training and has agreed to prioritise Prevent training with the development of a new online module.	Averse	5	2	10	5	5	4	20	↔	May '24	Aug '23: Edited for transfer to new MAP. Oct '20: Score increased from 5 to 10.
SR5	Failure to realise planned benefits of Regionalisation	Pr DPr	There is a risk that the College may fail to realise the planned benefits of Regionalisation, leading to a negative impact on our position within the Regionalisation Agenda. There is a further risk that the College fails to manage changes to governance arising from regionalisation to the benefit of the College and our stakeholders. To treat this risk, the College will maintain effective dialogue with the GCRB, SFC, Scottish Government and other colleges. Additionally, the involvement of college senior staff in regional strategic groups will be ensured to actively participate in decision-making processes, enabling the College to adapt and align with the regional agenda effectively.	April '24: Recent discussions with the Minister for Veterans and the Minister for Higher and Further Education suggest that a decision regarding GCRB may be on the horizon. Jan '24: We are still awaiting a decision and guidance on the way forward from the SFC. There has been no progress since April 2023. Feb '22: Decisions on the way forward are expected in this calendar year. Sept '21:Following the Scottish Funding Council's publication of the Phase One Report on Coherence and Sustainability: A review of Scotland's Colleges and Universities (October 2020), GCRB embarked on its own Review of Coherent Provision and Sustainability of Glasgow College Region.	Open	3	3	9	3	5	4	20	↔	April '24	Aug '23: Edited for transfer to new MAP.

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR6	Negative impact upon the College's reputation	VPCDI	There is a risk of a negative impact upon the College's reputation due to several factors, including failure to protect and maintain our brand, complaints upheld by the SPSO, significant breaches of College policies and procedures, and instances of gross misconduct by staff members. To treat this risk, the College maintains regular communication with staff, students and stakeholders through internal/external channels and receives monitoring and advise from a public affairs consultancy. The College ensures the availability and communication of the Complaints Procedure to employees, conducts training on policies/legal requirements. Management monitoring is supported through internal/external auditors. The College emphasises values and behaviours, supported by robust policies and procedures.	Oct '23: The College is currently undertaking unprecedented organisational change and is impacted by ongoing industrial action; however, sentiment analysis and stakeholder engagement strongly indicates that the College's reputation is still positive. The College has 81,900 followers onn social media and has gained over 8,300 new followers in the past 12 months. The latest Brand sentiment (inbound public comments/mentions or private/direct messages) is as follows: - 49.7% Positive - 19.5% Semi Positive - 26.1% Neutral - 3.4% Semi Negative - 1.2% Negative	Moderate	3	3	9	5	5	5	25	↔	Oct '23	Oct '23: Score reduced from 12 to 9. Aug '23: Edited for transfer to new MAP.
SR7	Failure to achieve improved business development with stakeholders	VPCDI	There is a risk of failure to achieve improved business development with stakeholders, leading to the loss of effective partnerships, reputational risks, and potential negative impacts on staff health and well-being. To address this risk, the College manages employer relationships and business engagement through the Corporate Development team, following the agreed Business Development Process Map. The Corporate Development Strategy focusses on brand, global ambition, innovation/research, workforce planning, industry academies, partnerships/developments and CGI Ltd.	Jan '24: The Corporate Development team continue to work with the Faculties in procuring new business as well as sourcing sustainable and reputable opportunities for additional non-government income. However, it should be noted that the recent announcement in late December, that the removal of FWDF funding for AY23/24 & 24/25 will impact on activity. The estimated income that the College was expecting to receive was approx £700k. Aug 24: AY 23/24. The College has continued to perform well with businesses and international stakeholders and has set a budget of £6.1m from commercial & international activity. However, a target of £7.8m has been agreed given some movement with in-year planning and projections.	Open	3	3	9	5	5	5	25	↔	Jan '24	Oct '23: Score reduced from 20 to 9. Aug '23: Edited for transfer to new MAP. Nov '20: Score decreased from 25 to 20.

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR8	Failure to manage strategic risks associated with CGI Ltd	VPCDI	There is a risk that the College may not effectively manage the strategic risks associated with CGI Ltd, leading to a failure to maximise income opportunities in existing and potential markets and partnerships to the benefit of the College. To treat this risk, the College has developed a Corporate Development Plan aligned with the College Corporate Development Strategy. The plan will be diligently managed and monitored to ensure its successful implementation. The Commercial and International Teams, along with Faculties, will conduct regular reviews of income diversification efforts, progress, and targets. Moreover, growth and development, in relation to these targets, will be consistently reported to the Development Committee.	Oct '23: Over the past year, the College Company faced significant challenges in adapting to the College Financial & Procurement regulations, resulting in missed business opportunities and redirected work to the College itself. Nevertheless, the company has now built a loyal client base actively purchasing items and requesting training orders. Additionally, there is a growing international demand for training services, prompting the company to procure resources for overseas deployments. Despite recurrent FOISA requests regarding costs, operations, and alleged privatisation concerns raised by a trade union, there is a slight reputational risk. However, it's important to note that the College maintains a robust brand presence on its social channels, as outlined in SR6.	Open	5	2	10	5	5	5	25	↔	Oct '23	Aug '23: Edited for transfer to new MAP. Oct '22: New risk added and score set to 10.
SR9	Failure to manage performance and achieve improved performance	DE	There is a risk that the College may fail to manage performance effectively, resulting in subpar achievements and the inability to sustain high performance levels across all areas of service delivery. To address this risk, the College will implement a revised performance and enhancement process, incorporating Curriculum Planning. Operational Plans, aligned with Balanced Scorecards, will be developed and agreed upon as part of an annual planning framework. Faculty improvement plans will be supported to prioritize addressing underperformance with specific actions. Additionally, robust quality arrangements will be established for both credit-rated activities and overseas centers to ensure overall performance improvement and sustainability.	April 24: An increase in risk, mindful of the audit and assurance work underway in the Faculty of Nautical & STEM, which in the short term is identifying areas of non compliance with awarding body - MCA - requirements, but in the longer term will help ensure consistent quality standards. Operational planning cycle commenced; in-year progress on AY23-24 plans reported. Preparations are underway for the next Education Scotland review in May and planning has commenced in anticipation of the new quality arrangements being introduced in AY24/25.Engagement with curriculum teams on addressing under performing courses; training for staff on internal verification procedures; and coordination of external verification meetings underway. The highest ever student satisfaction survey response rate achieved.	Open	5	3	15	5	5	4	20	↗	April '24	Apr '24: Score increased from 10 to 15. Aug '23: Edited for transfer to new MAP. Jan '23: Risks merged and score set to 10.

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR10	Failure to attract, engage, and retain suitable staff	VPPCS	There is a risk that the College might fail to attract, engage, and retain suitable staff due to issues like recruitment challenges, staff development gaps, and insufficient training strategies. To treat this risk, the College will implement a People & Culture Strategy. This strategy, spanning 2021-2030, is built on four key aims: develop a comprehensive workforce plan; offer collaborative support to our people; establish a new world of work; and enhance employment relations through culture.	May '24: The College continues to progress right sizing. One of the core issues at the current time is that those whose work has ceased or diminished do not wish to leave the College. Work, including the implementation of a voluntary severance scheme, remains ongoing to address the issues identified in this risk. Jan '24: As the College continues to right size and adjust to financial/funding challenges, delicate balances (along with fair and robust process) are in place to ensure the right people are recruited and retained. As the largest College in the sector City has to continue to position itself as the best and safe / stable organisation to work. Oct '23: Further April update, the College has experienced difficulty in attracting and retaining people in key roles.	Open	4	4	16	3	5	4	20	↔	May '24	Aug '23: Edited for transfer to new MAP. June '23: Score increased from 4 to 16.
SR11	Failure to achieve taught degree awarding powers	DPr	There is a risk that the College may fail to attain taught degree awarding powers (tDAP). To address this risk, a dedicated project board has been formed to oversee the initiative. The project board is led by the Principal and includes representation from ELT, HR, the Students' Association and the Board. The Depute Principal is the project sponsor. A comprehensive risk register has been developed for the tDAP project, addressing key areas in the Quality Assurance Agency's criteria.	Dec '22: In 2022, the College acknowledged funding challenges and presented a paper to ELT in September. The criteria for staff profile and development pose challenges, including higher degrees, teaching experience, curriculum development, etc. Limited staff survey participation resulted in uncertain higher degree data. The College struggles to meet expectations for the tDAP application. Two options were considered: hiring staff with qualifications or promoting higher degrees within current staff, both with substantial costs. A 10-year working timeframe for tDAP application was suggested due to financial constraints, while focusing on improving other criteria. As of December 2022, the risk score was raised to 16 (Red)	Open	4	4	16	5	5	4	20	↔	Aug '23	Aug '23: Edited for transfer to new MAP. Dec '22: Score increased from 12 to 16.

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR12	Negative impact of statutory compliance failure	DPr ADGR	There is a risk of negative consequences resulting from failures to comply with statutory legislation and regulations, potentially leading to a negative impact on staff/students, legal action, reputational damage, and financial implications. To treat this risk, the College expects robust policies, procedures and training to be in place to support staff meet the College's statutory obligations, with key staff (e.g. health and safety, HR, finance, procurement, DPO and senior managers) able to advise as appropriate. The College's risk management approach, Assurance Framework, three lines of defence, Compliance Auditor role and regular internal audits are also measures that are in place to treat this risk.	Jan '24: External audit for 2022-23 concluded that the College had "appropriate and effective governance arrangements". Internal audit concluded that "adequate and effective arrangements" are in place for governance, control and risk. Public Interest Disclosure was received in August 2023. An investigation into the PID found no evidence to substantiate the claims and the matter was reported to the Audit & Assurance Committee. April '23: Fire Safety Officer vacancy filled.	Averse	5	2	10	5	5	5	25	↔	Jan '24	Aug '23: Edited for transfer to new MAP.
SR13	Failure of compliance with Environmental Social and Governance (ESG) duties	DPr ADGR	There is a risk that the College may not comply with ESG principles, encompassing carbon reduction, inclusivity and ethical governance. This could result in financial penalties, legal action, reputational damage, and loss of stakeholder trust, impacting staff, students, and the environment. To treat this risk, ESG principles are reflected in the College's Strategic Plan and are also linked to the existing compliance (SR12) and corporate governance (SR15) entries on the Strategic Risk Register. The College's commitment to environmental sustainability is also outlined in the Sustainability Strategy, which includes aims to reduce emissions of all greenhouse gasses by 75% by 2030 and cut carbon emissions by 60% against 1990 baseline data by AY 2023/24.	Aug '23: The College is actively expanding its scope 3 emissions measurement, aiming to finalize a baseline by 2024-25. The estimated 2015-16 baseline of 5909tCO2e decreased to 3939tCO2e by 2020-21 but rose to 4881tCO2e in 2021-22 due to expanded scope 3 measurement. Establishing a 1990 baseline remains challenging due to 4 legacy colleges having 15 buildings over 9 sites at that time. From 2015-16 to 2020-21, emissions were reduced by 33%. To reach the net-zero 2040 target, comprehensive measurement of scope 1, 2, and 3 emissions is crucial. The College is confident that, working backwards through interim targets, these have been achieved taking into consideration achievements to date.	Averse	5	1	5	5	5	5	25	↔	Aug '23	Aug '23: Edited for transfer to new MAP. Jan '23: New risk added and score set to 5.

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR14	Failure of compliance with the General Data Protection Regulations (GDPR)	DPr	There is a risk that the College may fail to comply with GDPR, which was introduced in May 2018. Non-compliance could result in substantial fines, increased potential for private claims from individuals, and reputational damage among external stakeholders, staff, and students.

To treat this risk, the College initiated a comprehensive implementation project and a tailored training programme for staff to raise awareness of responsibilities and ensure compliance. Thorntons have also been appointed to provide the College's Data Protection Officer (DPO). The DPO manages the day-to-day data protection function and progresses work on the College's compliance against the ICO framework and data protection legislation. | Jan '24: the RoPA for Education & Humanities is cmplete and will serve as a template for the other faculties. Nautical & STEM will need to make the most additions to this proforms in order to cover their wider range of processing activities.

Oct '23: The DPO has completed 10 further RoPAs. The Faculty RoPAs remain outstanding, and will be the main focus of work over the next few months.

Aug '23: The DPO continues to work with Directorates and Faculties to progresscompilation of RoPAs (Records of Processing Activity) in each area of the College.

Jan '23: Since the last update progress has been made in respect of data mapping and record keeping and training and awareness. | Averse | 4 | 2 | 8 | 5 | 5 | 5 | 25 | ↔ | Jan '24 | Aug '23: Edited for transfer to new MAP.

May '21: Score decreased from 12 to 8. |
| SR15 | Failure of corporate governance | Pr ADGR | There is a risk of a corporate governance failure due to potential breaches of the Standing Orders, Scheme of Delegation, Code of Conduct, Code of Good Governance, Financial Memorandum and other relevant legislation, regulations and duties. This can result from lapses policy and procedure compliance and breakdowns in relationships within the Board and with the ELT/SMT.

To treat this risk, the College will maintain and monitor sound governance procedures. ADGR in place to support and advise the Board, overseeing regular meetings of the Board and its committees, annual Board self-evaluation, triennial external review and Board Development Plan. Other measures include the Audit & Assurance Committee, the role of Senior Independent Member and internal/external auditors. | Jan '24: External audit for 2022-23 concluded that the College had "appropriate and effective governance arrangements". Internal audit concluded that "adequate and effective arrangements" are in place for governance, control and risk. Board External Effectiveness Review to take place in 2024, concluding by June 2024. Board member annual reviews commenced in January 2024. Conflict resolution training session for the Board scheduled for February 2024.

Oct '23: 3 group induction sessions were facilitated for new Board members and co-opted committee members in August - September. Board Self-Evaluation undertaken in June and approved by the Board in October, along with a new Board Development Plan. Session on the Code of Conduct delivered by the Standards Commission in October. | Averse | 5 | 1 | 5 | 5 | 5 | 5 | 25 | ↔ | Jan '24 | Sept '23: Score decreased from 10 to 5.

Aug '23: Edited for transfer to new MAP.

April '23: Score increased from 5 to 10. |

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR16	Failure of business continuity	ADGR	There is a risk of a failure of business continuity at the College as a result of potential disruption or breakdown in the essential operations and functions due to unexpected events or crises. This includes, but is not limited to, natural disasters, technological failures, cyberattacks, supply chain disruptions, or public health emergencies. To mitigate this risk, the College has an Incident Management Plan and 15 Business Recovery Plans in place to ensure the College's readiness to effectively respond to unforeseen events and maintain its operations with minimal disruption.	April '24: Business continuity and recovery desktop exercise scheduled for SMT on 10 May. Work will be undertaken to revise the Business Continuity Plan in the new academic year, using lessons learned from the desktop exercise. Jan '24: A review of all Business Recovery Plans has now been completed. Preparations are also being made to test business continuity and recovery preparedness with a desktop exercise in the Spring. This work was delayed due to organisational change. Aug '23: The College is currently considering the testing of our business continuity and recovery preparedness, in addition to business-as-usual activity and administration. June '22: Internal audit report on business continuity graded 'good', the highest level	Averse	4	3	12	4	5	5	25	↔	April '24	Aug '23: Edited for transfer to new MAP.
SR17	Negative impact of industrial action	VPPCS	There is a risk of service disruption and a negative impact on the College's reputation resulting from industrial action. To respond to this risk, the College has two established negotiating forums for lecturing and support staff, with the frequency of meetings based on the Recognition & Procedure Agreement and current requirements. The College has also signed the National Recognition & Procedure Agreement and is a member of College Employers Scotland. All "in scope" pay and terms and conditions negotiations now take place at the National Joint Negotiating Committee.	May '24: Unfortunately, the sector has been notified of escalating strike action nationally by both EIS-FELA and UNISON. We continue to work with stakeholders to ensure that disruption is minimised and encourage support and lecturing staff trade unions to put the offer to their members. Jan '24: UNISON returned a national ballot in favour of industrial action in Dec '23, followed by EIS-FELA in Jan '24. Nationally, the College/sector should expect industrial action or ASOS in the spring of 2024, in a dispute over pay and conditions. This is the continuation of a decade of national dispute in the sector. Oct '23: Re-ballot for industrial action ongoing. We're seeking resolution through ending organisational change and collaborating on a Fair Work statement with unions.	Averse	5	4	20	4	5	5	25	↔	May '24	Oct '23: Score increased from 16 to 20. Aug '23: Edited for transfer to new MAP. June '23: Score increased from 12 to 16.

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR18	Failure of IT system security	DIT	There is a risk of a failure of the College's IT system security resulting from potential breaches occuring through cybercrime and other emergency circumstances. To manage this risk effectively, operational controls will be maintained and the Business Recovery Plan will be regularly reviewed. Robust IT Disaster Recovery plans will be developed and consistently evaluated. Rigorous testing and reviews will be conducted both locally and at the College level to ensure preparedness. The College is committed to maintaining compliance with GDPR regulations and adhering to the UK Government's Cyber Essentials Plus recommendations. Furthermore, a continual process of enhancing cyber defense and response capabilities within the College will be upheld to proactively address emerging threats.	May '24: Cyber Essentials Plus certification renewed Dec 11th 2023. Plan to undertake annual network penetration testing starting June/July 24. A recent vulnerability with our firewalls mitigated April 24 with no unauthorised command execution. Oct '23: Multi Factor Authentication (MFA) fully rolled out for both staff & students. IT Disaster Recovery, Business Continuity & Cyber Incident Response Plans now developed & successfully tested (externally verified by Ashton Resilience Oct '23). College Firewalls being upgraded (upgraded Oct '23). College now has Amazon (AWS) cloud tenancy configured with plan to use this to host fully offline, immutable backups by Nov '23. This will allow us to re-apply for Cyber Insurance as this type of backup has now become a pre-requisite.	Averse	5	2	10	5	5	5	25	↔	May '24	Aug '23: Edited for transfer to new MAP.
SR19	Failure to achieve operating surplus	CFO	There is a risk that the College fails to achieve an operating surplus through the control of costs and achievement of income targets. To address this risk, the College employs a comprehensive approach to financial management. Strategies encompass securing SFC funding by meeting credit targets and timely FWDF activity delivery. Vigilant control of course fees, non-SFC fundable income, and other revenue sources are emphasised. Additionally, expenditure is carefully managed through controlling staff costs, optimising staff structures, and closely monitoring operating expenses. Potential impacts of inflation and energy costs are also proactively considered.	Apr '24: Indicative funding allocation announced in March 2024 of flat cash (real terms cut of circa 3.5%) will require further savings in 2024/25 to break even. Jan '24: Further to savings made in 2023/24, the budget announcement in Dec 2023 of c.5% cuts will require even more savings and increased commercial revenue to achieve break even.	Cautious	5	5	25	4	5	5	25	↔	Apr '24	Aug '23: Edited for transfer to new MAP. Sept '22: Score increased from 20 to 25. Feb '22: Score increased from 12 to 20.

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR20	Failure to maximise income via diversification	CFO VPCDI	There is a risk that the College may not effectively maximise income by capitalising on opportunities within current and potential markets and partnerships, hindering the diversification of revenue streams. To treat this risk, the College has developed a Corporate Development Plan aligned with the College Corporate Development Strategy. The plan will be diligently managed and monitored to ensure its successful implementation. The Commercial and International Teams, along with Faculties, will conduct regular reviews of income diversification efforts, progress, and targets. Moreover, growth and development, in relation to these targets, will be consistently reported to the Development Committee.	Oct '23: The College has continued to perform well with businesses. In AY 2022-23, the target income from Commerical & International activity was £5.585m but achieved £6.732m - exceeding the target by 21%. Nov '22: The College is facing an even greater financial challenge in 2023-24 with expected SFC funding reduction, staff pay award expectations, high inflation, rapidly increasing utility costs and income still recovering from the impact of COVID. The senior management team will continue to proactively monitor, review and challenge staff to deliver income growth and diversification to return to at least a break even financial performance in 2024-25.	Cautious	5	4	20	9	5	5	25	↔	Oct '23	Aug '23: Edited for transfer to new MAP. May '21: Score decreased from 25 to 20.
SR21	Failure to obtain funds from the Foundation for the College's priorities	CFO	There is a risk that the College may not successfully secure funds from the CoGC Foundation for the College's current priorities and needs, resulting in inadequate resourcing for planned initiatives and improvements. To mitigate this risk, the Terms of Reference for the College Foundation are thoughtfully framed while respecting its independence, with external legal counsel contributing their expertise. This strategic framing enhances the potential for successful funding applications. The College ensures strict adherence to the defined Terms of Reference, guiding the preparation and management of all funding applications. This rigorous approach aims to maximise the chances of securing Foundation funds for planned initiatives, preventing the under-resourcing of crucial projects.	May '24: SR21 title and description amended to better reflect the risk to the College following discussions at the Finance Committee in March 2024. Jan '24: Balance of £1.2m remains in CoGC Foundation. The plan is still to plan to make application for capital projects but will adhere strictly to degined Terms of Reference. Oct '23: Currently a balance of £1.2m remains in the CoGC Foundation. The College will continue to adhere to defined Terms of Reference in preparation of any future applications. The College does plan to prepare and submit an application for capital projects in the near future.	Cautious	4	3	12	3	5	4	20	↔	May '24	Aug '23: Edited for transfer to new MAP. June '23: Score increased from 4 to 12.

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SR23	Failure to secure a sustainable model/level of funding	CFO	There is a risk that an agreed and sustainable model of grant funding for the College may not be achieved. Uncertainties in funding methodologies (e.g., capital, national bargaining, IT) and the impact Covid-19 contribute to the risk. As the proportion of SFC income grows against non-SFC income, the impact of this risk will become greater. To manage this risk, the College focuses on robust curriculum planning and maintains close collaboration with the GCRB and other Glasgow colleges. It actively engages in transparent discussions with the GCRB and the SFC to communicate funding needs effectively. Proactive planning and adaptability are emphasised, allowing the College to navigate changing funding scenarios.	Apr '24: Indicative funding announced in March 24 of flat cash and removal of FWDF, together with continuing concerns over national bargaining and capital allocatons. Jan'24: The Budget in December 23 announced a further £32.7m reduction in revenue budget. Uncertainty of funding remains due to SFC, FWDF with ongoing concerns over national bargaining and running costs. Oct '23: 2023-24 saw a further 10% reduction in SFC credit allocations and this together with continuing uncertainty in funding contibutes to the risk that sustainable model may not be achieved.	Cautious	4	4	16	5	5	5	25	↔	Apr '24	Jan '24: Increased from 12 to 16. Aug '23: Edited for transfer to new MAP.
SR24	Failure to secure sufficient capital investment	CFO	There is a risk of the College failing to secure sufficient capital investment to replace essential equipment as it reaches the end of its useful life, due to a substantial annual capital funding gap. To manage this risk, the College has developed a capital asset replacement plan, requiring around £3m - £4m annually. However, the current SFC Maintenance and Capital Grant is only approximately £1.3m, resulting in a significant funding gap. The College will actively engage with SFC to secure a substantial increase in annual capital funding. The College also plans to seek assistance from the College Foundation and enhance financial performance to allocate more funds for asset replacement.	Apr '24: Financial constraints continue for future capital planning. Foundation funds at £1.2m and SFC Maintenance & Capital grants are insufficient to meet capital demands. Continued phasing and prioritised approach requires to continue. Jan '24: Annual asset replacement requirement is c. £3m with only £1.3m pa grant and £1.2m in Foundation in total, creating further pressure on bottom line deficit. The continued phased and prioritised approach to funding allocation requires to be continued.	Cautious	4	4	16	3	5	4	20	↔	Apr '24	Oct '23: Score increased from 12 to 16. Aug '23: Edited for transfer to new MAP.

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SR26	Failure to prepare and respond to emerging public health incidents and crises	DPr	There is a risk that the College fails to learn the lessons of COVID-19, and is unprepared for the next pandemic or public health crisis. To respond to this risk, the College needs to ensure that its Business Continuity Plans adequately address the need to maintain a state of preparedness for an as yet undefined public health emergency, and must be ready to respond quickly and decisively to the first signs of an emerging issue.	Jan '24: To support our preparedness and responsiveness to public health crises and incidents, as detailed in SR 16, a review of Business Recovery Plans was completed in January 2024. A desktop exercise is currently being planned for the Spring. Aug '23: The College responded well to the many challenges of COVID, transitioning quickly and effectively to online learning in lock down then introducing the precautions needed to create a healthy environment for hybrid working and blended learning. It is important that the lessons learned be captured and that the College consciously and deliberately maintain its preparedness for future public health emergencies. This risk replaces SR25 (Failure to manage acute threats relating to the Coronavirus outbreak).	Averse	5	2	10	5	5	5	25	↔	Jan '24	Aug '23: New risk added to replace SR25.
SR27	Failure to prepare for the impact and harness the capabilities of AI	VPSE	There is a risk that the College fails to prepare for the negative impact and harness the capabilities of AI. The exponential development of AI could disrupt the College's curriculum, pose a risk to academic integrity, present ethical concerns and result in productivity/ performance challenges. To treat this risk, the College has guidance on AI in place for staff and students, which will be continuously reviewed, and will continue to facilitate appropriate training. We will continue to monitor AI developments and engage with key stakeholders to learn and share best practice. In doing so, the College will adopt an open attitude to AI - preparing for the risks and opportunities. Any AI projects within the College will have effective oversight from SMT and reportage to the Board in place.	May '24: New risk added to the Strategic Risk Register, following a session on AI at the Board's Strategic Planning Day in November 2023 and a recent internal audit on learning technologies.	Hungry	3	3	9	6	4	4	16	↗	May '24	May '24: New risk added. Net score set at 3 x 3 (9).